

THE ROLE OF EMPLOYEE MOTIVATION IN THE RELATIONSHIP  
BETWEEN PERSONALITY TRAITS AND EMPLOYEE JOB PERFORMANCE

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*Dedicated to my beloved mother Taj Kirmani for her devotion to empower women  
through education*

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## ABSTRACT

With the wide acceptance and credence to the significant role of non-task performance within the employee job performance (EJP) criterion, the within individual factors that contribute to the development of both non-task as well as task performance have become the focus of the research. These within individual factors that contribute to the development of performance behaviors among university teachers especially in developing countries is an ignored aspect in the employee job performance (EJP) research. This study examined those factors by taking a within individual approach by focusing on personality traits of core self-evaluations (CSE), acquired motivational needs (MN) and task and non-task performance behaviors of employees. The study tested the direct as well as indirect effects of CSE on EJP. Convenient sampling was used by administering standardized questionnaires personally to 650 university teachers in five major cities of Pakistan. Quantitative data were analyzed using structural equation modeling (SEM) and AMOS 22 software. This study extended the existing body of knowledge by introducing a new relationship between CSE personality traits and acquired motivational needs. Besides that, the study verified for the first time in personality and performance literature that acquired motivational needs acted as a mediating mechanism for explaining the CSE influence on EJP. The findings can be used as guidelines for university teachers to make appropriate career choices as well as the university management to make suitable decisions regarding selection and placement of teachers.

## ABSTRAK

Dengan penerimaan yang luas dan kepercayaan kepada peranan penting prestasi bukan tugas dalam kriteria prestasi kerja pekerja (EJP), faktor individu yang menyumbang kepada pembangunan kedua-dua prestasi bukan tugas dan prestasi tugas telah menjadi tumpuan penyelidikan. Faktor-faktor individu yang menyumbang kepada pembangunan prestasi, tingkah laku dalam kalangan pensyarah universiti, terutamanya di negara-negara membangun, menjadi satu aspek yang diabaikan dalam penyelidikan prestasi kerja pekerja (EJP). Kajian ini mengkaji faktor-faktor tersebut dengan mengambil pendekatan individu yang memberikan tumpuan kepada trait personaliti untuk penilaian teras sendiri (CSE), keperluan motivasi yang diperoleh (MN) dan prestasi tingkah laku tugas dan bukan tugas pekerja. Kajian ini menguji kesan langsung dan tidak langsung CSE ke atas EJP. Persampelan mudah telah digunakan untuk mentadbir soal selidik yang seragam secara peribadi kepada 650 orang pensyarah universiti di lima buah bandar utama di Pakistan. Data kuantitatif dianalisis menggunakan structural equation modeling (SEM) dan perisian AMOS 22. Kajian ini dapat menambahkan ilmu sedia ada dengan memperkenalkan hubungan baharu antara trait personaliti CSE dengan keperluan motivasi yang diperoleh. Selain itu, kajian ini buat kali pertama dalam literatur personaliti dan prestasi mengesahkan bahawa keperluan motivasi yang diperoleh bertindak sebagai mekanisme perantara untuk menjelaskan pengaruh CSE ke atas EJP. Dapatan kajian ini boleh digunakan sebagai garis panduan oleh pensyarah universiti untuk membuat pilihan kerjaya yang sesuai dan boleh digunakan oleh pengurusan universiti untuk membuat keputusan yang sesuai dalam pemilihan dan penempatan pensyarah.